

System responsibilities and quality must be balanced, President Davenport

The University of Alberta must consult fully with all potentially affected parties before any significant undergraduate reductions would be made, President Paul Davenport says.

Addressing the Board of Governors 13 September, Dr Davenport said, "The point I'd like to make is that before we were to carry out any sort of a policy that would lead to a significant

reduction in our undergraduate student numbers, we'd discuss that policy fully and thoroughly with our sister institutions and the Minister of Advanced Education."

Coming on the heels of concerns expressed last week by the Deans of Arts and Science that quotas may have to be implemented, President Davenport said, "There's no question that we have a responsibility to our students and

to society to maintain the quality of our undergraduate programs—and I know that's exactly what the Deans of Arts and Science have in mind."

Dr Davenport said the Deans "believe that the increases in enrollments over the past decade are getting to the point where we cannot ensure the quality of the undergraduate education that students at our institution have a

right to expect."

He stressed that one of the biggest challenges the University faces is that of accessibility. But, the President cautioned, "We understand that we're part of a system here and that we've got system responsibilities; we've got to balance and coordinate those system responsibilities with our commitments to the quality of the University of Alberta."

Earlier this year, the Faculty of Education was forced to recommend quotas in the face of ever increasing enrollments. That quota proposal was approved by the Board of Governors.

The Faculties of Arts and Science are the University's two largest Faculties. □

FOLIO

University of Alberta

22 September 1989

Expansion of PhD programs a priority with new President

In his first President's Report to the Board of Governors (13 September), President Paul Davenport said the University "faces real challenges in maintaining the outstanding quality of our academic staff."

He said the University of Alberta is looked upon across the country

as among the leaders in many areas and "that's a performance we will have to defend in the 1990s in a period when there'll be a continent-wide shortage of PhDs."

The President warned that there will be an "intense competition for the best and the brightest" at a time when budgetary resources will

be limited.

"You're all aware that we have serious budgetary problems here at the University and that will certainly be a major issue for us—one that we'll have to deal with over the coming months," he told the Governors.

On the issue of expanding PhD programs at the University, President Davenport said, "It is my belief that over the coming years we will be able to make a significant effort in the area of recruiting PhD students."

"There's a strong feeling among the Deans that their Faculties would be strengthened by such an effort. We also believe that the province would benefit greatly from a strong PhD program at the University of Alberta."

President Davenport, noting again the anticipated shortage of PhD students in the 1990s, said "those difficulties will hit our institutions of higher learning very hard in the province. In particular, the colleges will look to the

Welcome extended to new President

Board of Governors Chair John Schlosser officially welcomed our new President Paul Davenport at the last meeting of the Board, 13 September.

"I'd like to welcome Paul to his first Board meeting and I think it's going to be the first of many interesting ones," he said. "We look forward to your reports."

President Davenport noted that six weeks had transpired since his duties began as president and said: "It's been an exciting time for Josette and me . . . and we are both grateful for all the support and encouragement that we've received." □



Sweep! While the offences stalled in last Saturday's contest between the Bears and the Saskatchewan Huskies, the defences of both squads played stingy ball. The Bears lost the game 8-7.

University of Alberta

INSIDE

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- Senate announces honorary degree recipients
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- NSERC committees plan site visits

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22 September 1989

Intoxicated defendant problem for rational justice system

We've all heard this story: "I'm sorry, Your Honor, but I had had too much to drink that evening and I didn't really know what I was doing. In fact, Your Honor, I can't even remember the events of that evening."

How does a rational system of criminal justice deal with this sort of argument, since traditionally one requirement of criminal liability is that of *mens rea*, or the "guilty mind"?

Roger Shiner's McCalla research project—"Intoxication and Responsibility"—delves into this question. Such a situation, Dr Shiner says, "seems to imply that the intoxicated defendant does not satisfy the traditional requirement of *mens rea* and therefore should be acquitted."

But Dr Shiner, a philosopher interested in legal philosophy, points out that the social cost of acquitting intoxicated defendants

would be enormous. "How can principled criminal justice avoid this cost while remaining faithful to the traditional requirement of *mens rea*? This is the jurisprudential problem my research addresses," he outlined in his successful proposal for a McCalla Professorship.

Dr Shiner's research, which began five years ago, has uncovered seven basic strategies for dealing with the problem, but he dismisses six of the seven. He argues for leaving the whole issue of *mens rea* of intoxicated defendants in the normal way to the jury as an issue of fact, without any special doctrinal devices or procedures.

Dr Shiner rejects the notion that a person's mind is something private, "whose contents are known fully only to the person whose mind it is." He says this "Cartesian" view of the mind, on

which a number of strategies for dealing with the problem are based, is a mistake.

"I argue instead that the normal application to a human being of verbs of action is already intentionalistic or mentalistic," he says, citing the leading House of Lords common law case, *DPP vs Majewski*, in which the defendant was convicted of assaulting a police officer.

"I argue that the assertion 'He kicked the policeman' in its normal context states that he did so intentionally; that the kicking was intentional is shown by the naturalness of our describing the event as 'kicking', and all the witnesses instinctively described the event as so," he explains. "It is a mistake to assume, as does so much of both philosophy and the law, that 'kicking' is in its proper use a description of the 'colorless movement' of a piece of flesh, and that any inference to the movement being intentional is a potentially problematic inference to the existence of a puzzlingly private state of mind."

Dr Shiner says the issue is not solely philosophical, since judges have to instruct juries on the notion of intention. He says judges in some jurisdictions are rejecting elaborate definitions of intention and are formulating more straightforward instructions for juries.

Blair, Folinsbee, Begin to receive honorary degrees

The Senate held its annual out-of-town meeting in Medicine Hat, 15 September.

Senate's Honorary Degrees Committee reported that Robert Blair, Robert Folinsbee and Monique Begin will be awarded honorary degrees at Fall Convocation 1989. On 16 November, Mr Blair, chairman and CEO of Nova Corporation of Alberta, will receive an honorary DSc degree, as will Dr. Folinsbee, Professor Emeritus of Geology. The Hon Monique Begin, former Minister of Health, will be awarded an honorary LLD degree on 18 November.

A full report on the meeting will appear in next week's *Folio*. □

"My essay amounts to jurisprudential support for these tendencies, and I shall address specifically the practical issue of how my jurisprudential position can translate itself into the practical matter of jury instruction on the *mens rea* for intoxicated defendants," he says.

Dr Shiner wants to expand on the case law since 1984 and parts of the draft will have to be fleshed out. He also wants to add a chapter specifically on impaired driving. And although a publisher for the book hasn't been determined yet, he believes he will have little difficulty finding one. □

FOLIO

Volume Twenty-six
Number seven

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Public Affairs produces *Folio*
on a regular basis for the
staff and other interested
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University
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Alberta

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ISSN 0015-5764
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Call for nominations for Kaplan Award

The Kaplan Award for Excellence
in Research, renamed last year as a
tribute to the first Vice-President
(Research) at the University of
Alberta, the same man who
originally installed the award as the
University Research Prize Awards,
is now open for nominations.

The award lauds outstanding
work in 1) the general area of
humanities, social sciences, law,
education and fine arts and 2) the
sciences or engineering.

Award recipients will be selected
by a jury drawn from the University
Research Awards Committee and
the off-campus community.

Each award consists of a
\$2,500 prize and an engraved
plaque of recognition.

Each Faculty is urged to submit
one nomination, supported by
appropriate documentation.

The absolute deadline for receipt
of nominations is *Friday, 17 November 1989*. Dossiers must be
received by the Office of the
Vice-President (Research) by
4:30 pm of this date. □

PhD programs

continued from page one
Universities of Alberta and Calgary
to supply them with PhD graduates
that they will need."

In advocating an increasing
emphasis on the University's
graduate program, President
Davenport said that would also
assist the province in meeting its
goals of diversification. That goal
he said, "would involve the
expansion of high technology
companies that require highly
qualified labor" supplied by the
University's PhD programs. □

EEF Visitor: Shmuel Eisenstadt

Shmuel N Eisenstadt will be visiting the Department of Sociology under the auspices of the Endowment Fund for the Future between 21 September and 12 October. He will deliver two public lectures: Monday, 25 September, 3 pm, "Revolution and Modernization: A Comparative Look", TBW2 Tory Building, and Tuesday, 3 October, 3:30 pm, "Japan in a Comparative Perspective: The Limits of Convergence." (Room to be announced).

Professor Eisenstadt has done more than any other sociologist of our time to combine sociological theory with historical and empirical research and to promote our knowledge of the uniqueness, affinities and interpretation of ancient and modern societies of Africa, Asia, Europe, North and Latin America. By his world-wide teaching, his numerous writings and the innumerable colloquia he has conducted, he has done more than any other to make social studies interdisciplinary and

international and to make sociology appreciated by scholars in traditional fields as a source of deeper understanding of their own subjects. After completing his first book, *The Absorption of Immigrants* (1955), he launched himself with great daring into the field of comparative sociological studies. The first product of this orientation was a work titled *From Generation to Generations* (1956). It made him famous among anthropologists, sociologists and those in faculties of education. In this book he combined the framework of sociological theory and his observations of young persons in contemporary societies with an erudite exploration of the training and the incorporation of young persons into adult roles in ancient Western societies stressing the importance of peer groups in this process.

After these first two first works he continued his ground-breaking work in comparative sociological studies. *The Political Systems of Empires* (1963) has been characterized as one of the most important works in comparative sociology ever written. He has published numerous works in the area of "modernization" of the societies of Asia, Africa and Latin

America which include *Tradition, Change in Modernity* (1973), *Revolution and the Transformation of Societies* (1978), *Patrons, Clients and Friends* (1984). Further, he has contributed to macrosociological theory through his books *Patterns of Modernity* (1987), *Centre Formation-Protest Movements and Class Struggle in Europe and the United States* (1987). He also applied his multi-dimensional approach to the analysis of his own country in *Transformation of Israeli Society* (1985).

It is not, however, only by the breadth of his learning that Eisenstadt's work stands out. He has been driving unrelentingly into the centre of the deepest problems of human existence. From his understanding of the charismatic phenomena, inspired by his translation of *Max Weber's Writings* (1968), he has gone forward into a profound analysis of the multifarious relationships between conceptions of transcendental orders and earthly regimes.

Most recently he has organized a series of international conferences of Karl Jaspers concept of "The Axial Ages" but going further than Jaspers in bringing together scholars from different civilizations in order to analyze the relationship between the cosmic and the mundane centre as a fundamental condition for the development of humanity.*

Professor Eisenstadt has been teaching at the Hebrew University of Jerusalem since 1946, since 1959 as Rose Isaacs Professor of Sociology. He has been Visiting Professor at the London School of Economics, University of Oslo, University of Chicago, Harvard University, University of Michigan, Stanford University, Australian National University, University of Vienna, and many more as well as a Fellow of the Centre for Advanced Studies and Behavioral Sciences, Stanford, and a Fellow of the Netherlands Institute for Advanced Study, Wassenaar. He is holder of the McIver Award of the American Sociological Association (1964); the Kaplun Prize in Social Sciences (1970); and the Balzan Prize for Sociology (1988).□

*Much of the above is excerpted from the presentation made at the awarding of the Balzan Prize.



The Fifth Annual Adviser's Conference was held last Friday in Athabasca Hall. This year's theme was "Establishing a Sense of Community" for staff and students. Sessions included an examination of how a better sense of belonging to the University could be achieved and panels included student groups, and members of Faculty offices, the Registrar's Office, the Secretariat and Student Services.

Academic Women's Association set for coming year

This year the Academic Women's Association plans to focus its attention on recruitment and hiring policies at the University.

AWA President Susan Jackel says the intent is to keep those questions under discussion and to come up with specific proposals for increasing women's representation.

"This year we will continue to provide a forum for discussion and a mechanism for action on matters that affect women at this University," executive members say.

AWA objectives are to foster an atmosphere of collegiality and to promote equal opportunities for women's participation in university affairs. The association also provides women academics the opportunity to learn from one another. Membership is open to all women academics, librarians, faculty service officers, administrative professional officers

and graduate students.

Two of the AWA activities this year are a panel discussion on recruitment and hiring policies for academic staff, 12 October, and a visit by Monique Begin, 16 November. These events will be held at the Faculty Club from 4 to 6 pm.

At the AWA annual general meeting 4 April, Doris Badir will speak on "Parting Shots on Equity."

Fundraising for Women's Studies scholarships and the development of a Women's Issues Contact Directory will also take place.

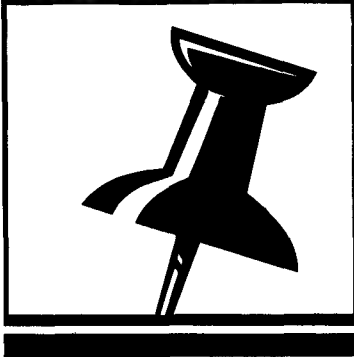
This year's AWA executive includes: Moira Juliebo, vice-president; Louise Taylor, treasurer; Bente Roed Cochran, secretary (corresponding); Janice Williamson, secretary (recording); Meg Clarke, member-at-large (newsletter); and Lynn Penrod, member-at-large (membership).□

McCalla Professorships: Faculty of Arts

The Faculty of Arts invites continuing full-time members of the Faculty to apply for a McCalla Professorship for 1990-91. These prestigious awards provide full-time teaching relief for the period September to April to enable recipients to pursue a research/creative project in Edmonton. The professorships cannot be held concurrently with, immediately preceding, or immediately following a study or administrative leave.

Application forms are available from department offices. Applications are to be forwarded to Department Chairs and must be received by the Dean of Arts by 15 November 1989. Additional information may be obtained from Brian Harris, Associate Dean of Arts (492-4221).

CURRENTS



General Faculties Council

GFC's next meeting is scheduled for *Monday, 25 September, at 2 pm* in the University Hall Council Chamber.

1. Approval of the Agenda
2. Approval of the Minutes of 26 June 1989
3. Oral Report from the President
4. Question Period
 - 4.1 Question from S Mustapha, Vice-President (Academic) of the

- Students' Union, and Response from the Registrar
5. New Members of GFC 1989-90

Reports

6. Executive Committee Report
 - 6.1 Oral Report
 - 6.2 Executive Committee Minutes of 24 July 1989
 - 6.3 Executive Committee Minutes of 11 September 1989
7. Reports of the Board of Governors
8. Report of the Nominating Committee
 - 8.1 Oral Report
 - 8.2 Written Report
9. GFC Facilities Development Committee (FDC): Oral Report
10. GFC Academic Development Committee (ADC): Oral Report
11. GFC Planning and Priorities Committee (PPC): Oral Report
12. University Research Policy Committee (URPC): Oral Report

New Business

13. Special Sessions: Proposal from the GFC Special Sessions Committee (SSC)
14. Faculty of Graduate Studies and Research: Proposed Change to

NSERC committees schedule site visits

Two committees of the Natural Sciences and Engineering Research Council will convene general information sessions on campus next week.

The NSERC Industrial Engineering Grant Selection Committee will meet *Monday, 25 September, in 5-29 Mechanical Engineering Building, beginning at 9 am.*

The NSERC Animal Biology Grant Selection Committee will meet on *26 September (3 pm) in 235 Earth Sciences Building.*

The main purpose of the site visits is to establish effective communication between the committees and the research community, and to inform researchers of current NSERC policies and the specific practices of the two committees.

Each session will last approximately one hour. The audience will be invited to ask questions as well as express views regarding NSERC policies and practices. □

Retirement Planning Seminar For Academic Staff

The Office of the Vice-President (Academic) and the Association of Academic Staff of the University of Alberta (AASUA) invite members of the AASUA and their spouses to attend a retirement planning seminar. Although the seminar is primarily directed toward staff in their late 40's and early 50's, staff in other age brackets may apply.

DATES: October 19 and 20, 1989

TIMES: October 19: 7:00 p.m. - 10:00 p.m.
October 20: 9:00 a.m. - 4:00 p.m.

PLACE: Stollery Centre, 5th Floor, Business Building

TOPICS: Issues in Planning/Keys to Successful Planning
Financial Planning - Pensions, Establishing Lifestyle, Protecting Your Assets, etc.

Lifestyle Considerations (optional)

There is no charge for the seminar; coffee and lunch (on October 20) will be provided.

Enrollment is limited and will be on a "first come, first served" basis. If you are interested in attending, please call *Diane Shaw* at 492-5321. Deadline for registration is *October 6, 1989.*

Faculty Council Composition
15. Waiver of Advertising Requirement
For information concerning this agenda, members of the University community may telephone the Secretary to GFC (492-5430).

Campus reviews

As part of the process of carrying out systematic reviews under the guidance of the President's Advisory Committee on Campus Reviews (PACCR), **Parking Services** is completing the self-study phase of the review process. The other major phase of the process is the site visit and assessment by the Unit Review Committee on 16, 17, and 18 October.

In preparation for this second phase, PACCR invites written comment prior to 16 October. Submissions are for the use of the Unit Review Committee and will be held in confidence by the members of that committee.

Submissions should be sent to: Mrs Shirley Moore, Coordinator, PACCR Office, W4-13 Chemistry Building, Attention: The Parking Services Unit Review Committee.

Open house at Pembina Hall

The students of Pembina Hall, the Department of Housing and Food Services and the Office of Alumni Affairs are holding an open house *Saturday, 23 September, from 10 am to 4 pm* to commemorate the 75th anniversary of Pembina Hall.

Today's residents are proud of their building and wish to share its history with Pembina alumni and the community at large. Tours of the building will be incorporated into the concurrent Reunion Weekend program offered by Alumni Affairs. Light refreshments and displays will be included.

Name change

The Faculty of Social Welfare at the University of Calgary is now calling itself the Faculty of Social Work.

In Canada, all English-language graduate social work education programs with the exception of the Faculty of Social Welfare, U of C, have adopted the name School/Faculty of Social Work. This is reflective of the professional status of the each Faculty and the objective of educating professional social workers.

The Faculty's Edmonton division is in the Campus Tower Building.

Faculty Badminton Club

Badminton will be played every Tuesday (8 to 10 pm) in E-19 (Dance Gym) and every Wednesday (8 to 10 pm) in the Education Gym. Faculty, research associates, postdoctoral fellows and spouses are welcome (beginners to experts included).

The annual fee is \$15 per person and includes the cost of birds. For more information, call AZ Capri (492-5502) or N Cyr (450-5417).

Catch up on Soviet news

The Department of Slavic and East European Studies invites all interested persons on campus to watch the Soviet Union evening news program "Vremia" (Monday through Friday between 11 am and noon). The broadcast can be seen in 4-36 Arts. It is all in Russian - no translation service is provided.

EVENTS



Talks

United Church Campus Ministry

22 September, noon Group discussion, "Faith, Sexuality and the Changing Roles of Men and Women." 158E SUB.

Zoology

22 September, 3:30 pm John Janssen, Department of Biology, University of Chicago, "Bluewater/Blackwater: A Look at Mesopelagic Biology."
M-149 Biological Sciences Centre.
29 September, 3:30 pm Richard Grosberg, Zoology Department, University of California, Davis, "Close Encounters of the Fourth Kind: Evolution of Allotrecognition Specificity."
M-149 Biological Sciences Centre.

Canadian Institute of Ukrainian Studies

22 September, 7:30 pm Yurii Pokalchuk, writer and translator from Kiev, "The Founding Congress of the Ukrainian People's Movement." 2-115 Education North.

Law

23 September, 9:30 am Saturday Morning at the Law School—"You and the Legal System." Law Centre. 492-3115.

International Centre

"Passport to the World."

25 September, noon "Frontline South Africa"—a 52-minute video on the effects of South African aggression on the struggle of the frontline states of Mozambique, Zimbabwe, Angola and Zambia.

26 September, 12:30 pm Jane Nandwa, "Women in Development: Women in Agriculture."

Sociology

25 September, 3 pm EFF Visitor Shmuel Eisenstadt, Hebrew University of Jerusalem, "Revolution and Modernization: A Comparative Look." TB-W2 Tory Building.

3 October, 3:30 pm Professor Eisenstadt, "Japan in a Comparative Perspective: The Limits of Convergence." Location: to be announced.

Rural Economy

25 September, 3:15 pm Barry Prentice, University of Manitoba, "Opportunities Foregone: Agricultural Trade Impacts of Canadian and US Trucking Regulations." 519 General Services Building.

Comparative Literature

26 September, 3:30 pm Gideon Toury, Porter Institute, Tel Aviv University, "Experimentation in Translation: Prospects and Some Pitfalls." 326 Arts Building. Presented by Anatomy and Cell Biology.

Pulmonary Defence Group

26 September, 4 pm B Holma, visiting speaker from Copenhagen, Department of Medicine, "Effects of H-ions on Respiratory Mucus and Mucosa and its Consequences for Human Health." 2F1.01 Mackenzie Health Sciences Centre.

Techniques in Cell and Molecular Biology Seminar Series

27 September, noon William Langridge, "Fluorescence Microscopy and Bioluminescence Image Intensification." 6-28 Medical Sciences Building. Presented by Anatomy and Cell Biology.

Limnology and Fisheries Discussion Group

28 September, 12:30 pm Dave Schindler, "Potential Effects of Greenhouse Warming on Boreal Lakes." M-149 Biological Sciences Centre.

English

28 September, 12:30 pm Kristjana Gunnars, writer-in-residence for 1989-90, will read from her works. L-3 Humanities Centre.

Political Science

28 September, 1 pm JJ Richardson, professor of politics and head of the department, University of Strathclyde, Glasgow, "Britain's Response to Economic Crisis." 10-4 Tory Building. 29 September, 1 pm JJ Richardson, "The Political Management of Unemployment in Britain." 10-4 Tory Building.

Classics

28 September, 3:30 pm CP Jones, Department of Classics, University of Toronto, "Greek Drama in the Roman Empire." L-8 Humanities Centre.

Literary Theory Series

28 September, 4 pm Robert Wilcocks, "The Dreams of Interpretations" (on Freud's *Interpretation of Dreams*). 5-20 Humanities Centre.

Institute for Financial Research

29 September, 3:30 pm Giovanni Barone-Adesi "A Simple Formula for Futures Prices on Lognormal Treasury Bonds." 4-16 Business Building.

The Arts

Exhibitions

McMullen Gallery

Until 21 October "The Sky's the Limit." 1G1.08 Mackenzie Health Sciences Centre. 492-4211.

Myer Horowitz Theatre

23 September "Vatra Fold Ensemble." Tickets: \$16 at BASS. 424-9272, 423-6985. 24 September, 8 pm "The Accidental Tourist." 30 September, 7 pm "The Grapes of Wrath" and Sarah McLachlan."

Edmonton Chamber Music Society

27 September, 8 pm "Tokyo String Quartet." Myer Horowitz Theatre. 492-1538, 433-8102.

Sports

Soccer

23 September, 1 pm Pandas vs Saskatchewan. 23 September, 3 pm Golden Bears vs Saskatchewan.

Volleyball

29 to 30 September U of A High School Tournament.

Football

30 September, 1 pm Golden Bears vs Calgary.

Positions

The University of Alberta is committed to the principle of equity in employment.

In accordance with Canadian Immigration requirements, these advertisements are directed to Canadian citizens and permanent residents.

Support staff

To obtain further information on the following positions, please contact Personnel Services and Staff Relations, 2-40 Assiniboia Hall, telephone 492-5201. Due to publication lead time and the fact that positions are filled on an ongoing basis, these vacancies cannot be guaranteed beyond 15 September. For a more up-to-date listing, please consult the weekly Employment Opportunities Bulletin and/or the postings in PSSR. Positions available as of 15 September 1989.

The salary rates for the following positions reflect adjustments in accordance with the terms for the implementation of the Pay Equity Program.

Clerk Typist, Grade 3, University Health Services, (\$1,415-\$1,741)
Systems Control Clerk, Grade 4, University Computing Systems, (\$1,542-\$1,900)
Clerk Typist (Split Funded), Grade 5, Occupational Therapy, (\$1,564-\$2,087)
Clerk Steno, Grade 5, Faculty of Law, (\$1,564-\$2,087)
Clerk Steno, Grade 5, Pharmacology, (\$1,564-\$2,087)
Programmable Typewriter Operator, Grade 5, Zoology, (\$1,685-\$2,087)
Secretary, Grade 5, Alumni Affairs, (\$1,685-\$2,087)
Secretary, Grade 5, Office of the Dean of Education, (\$1,685-\$2,087)
Student Records Processing Clerk, Grade 5, Faculty of Arts (Student Programs Office), (\$1,685-\$2,087)

Medical Steno, Grade 6, Psychiatry, (\$1,806-\$2,298)
Admission Records Assistant, Grade 7, Office of the Registrar, (\$1,741-\$2,516)
Food Service Assistant (40 hours/week, Recurring Term), Grade 1, Housing and Food Services, (\$1,362-\$1,680)
Food Service Worker (40 hours/week, Recurring Term), Grade 2, Housing and Food Services, (\$1,404-\$1,813)
Technical Assistant (Seamstress), Grade 4, Drama, (\$1,542-\$1,900)
Equipment Assistant, (40 hours/week), Grade 4, Support Services, (\$1,617-\$2,172)
Stock Keeper, Grade 6, Materials Management, (\$1,844-\$2,298)
Biology Technician, Grade 6 (Split Funded), Genetics, (\$1,844-\$2,298)
Technician (Horticulturalist), Grade 6, Devonian Botanic Garden, (\$1,844-\$2,298)
Programmer Analyst, Grade 7, University Computing Systems, (\$2,008-\$2,516)
Technologist, Grade 8, Food Science, (\$2,169-\$2,735)
Controls Fitter (40 hours/week), Grade 8, Physical Plant, (\$2,479-\$3,125)
Administrative Assistant, Grade 9, Comptroller's Office, (\$2,321-\$2,976)
Machinist Technician, Grade 9, Physics, (\$2,346-\$2,976)

The following positions retain salary rates in accordance with the previous classification system and pay plan.

Clerk Steno II (Part-time, Trust), Medicine (Endocrinology and Metabolism), (\$8.41-\$9.69/hour)
Clerk Typist II/III (Trust, Term to 31 March 1990), Pediatrics, (\$1,276-\$1,785)
Clerk Steno III (Part-time, Trust), Pediatrics, (\$711-\$893) (prorated)
Systems Control Clerk I (Term to 31 March 1990), Office of Alumni Affairs/Development Office, (\$1,469-\$1,863)
Accounts Clerk (Part-time, Trust, Term to 28 February 1990), National Screen Institute, (\$792-\$1,012) (prorated)
Secretary (Trust), Gastroenterology, (\$1,584-\$2,023)
Medical Steno (Trust), Medicine (Dermatology), (\$1,584-\$2,023)
Medical Steno (Trust), Medicine (General Internal), (\$1,584-\$2,023)
Medical Steno (Trust), Medicine (Nephrology), (\$1,584-\$2,023)
Technologist I (Part-time/Trust/Term), Pathology, (\$1,012-\$1,306) (prorated)
Administrative Assistant II (Part-time/Trust), Business (Centre for International Business Studies), (\$1,149-\$1,488)
Technician I (Trust), Psychiatry, (\$1,643-\$2,109)
Biochemistry Technician I (Trust), Biochemistry, (\$1,643-\$2,109)
Technologist II (Trust), Physiology, (\$2,200-\$2,851)

Advertisements

Accommodations available

Victoria properties - Experienced, knowledgeable realtor with Edmonton references will answer queries, and send information. No cost or obligation. Call collect (604) 595-3200, Lois Dutton, Re/Max Ports West, Victoria, BC.

Sale - 150 acres of productive land located 20 miles SE of city, on pavement, quilt area, \$700 per acre, 941-3962.

Sale/Rent - Modest two bedroom house with separate one bedroom basement suite. Occupancy November. Fifteen minutes by bus to University. Phone 420-5125 (Walter) or 455-5488.

Rent - Executive home in old Glenora, two bedroom, finished basement. Situated on Wellington Crescent. Available immediately. 454-6925, 489-9750.

Rent - Large, comfortable basement suite, reasonable rent, 15 October, 80 Avenue 89 Street. Responsible, quiet, nonsmoker. 469-2532, 429-8387.

Sale - Four bedroom family home has three baths, family room off kitchen. Situated on huge pie lot in quiet Blue Quill cul-de-sac, \$147,000. Andrea Hammond, 435-5640, Royal LePage Realty, 436-5080.

Sale - Riverbend. Best space for \$219,000, 2,950 square feet, main floor den, four bathrooms, five bedrooms up. Quiet crescent, immediate possession. Liz Crockford, Spencer Realty Executives, 436-5250, 434-0555, residence.

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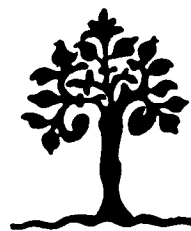


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Employment Equity



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The Report of the Pay Equity Review Committee

The Review Committee was appointed by President Myer Horowitz in March of 1989 to review the system and process which was undertaken by the University with respect to a Support Staff Job Reclassification system and the resulting changes to the salary structure. The Committee was to advise the President on the most effective way of dealing with the problems that arose from the implementation of the Aiken system.

Chaired by Doris Badir, the Committee consisted of: Brian Williams, Pat Clements, Ann Hall, Keith Denford, Roy Bennett and Peter Geib.

The committee submitted its report on 22 June. The conclusions and recommendations of the Committee follow:

Conclusions

The Review Committee saw three major issues which appeared to create the confusion and loss of credibility which have resulted from the Pay Equity Program implementation.

■ Time

The amount of time needed to carry out a major reclassification system, put that in place and then implement a Pay Equity program was grossly underestimated. This, in addition to some glitches which occurred in the process which were not allowed for in the original estimates, resulted in an incomplete and indeed faulty plan being implemented in February 1989. The Job Evaluation process was not complete at the time of signing the Interim Agreement with NASA in September and indeed is still not complete. The Committee concludes that the decision to implement the job reclassification system by April 1989 was premature.

■ Communications

The implementation of a program which ultimately affects the manner in which the University conducts its business, the manner in which individuals see themselves in the University scheme of things, the dollar amount of people's pay cheques and the University's reputation as a leader in social policy requires an intensely careful communication process. The community must be carefully prepared for it and senior administrators must not only be informed but must be brought to believe in and support the objectives. Those whose workplace and jobs are going to be affected by the changes which result must be kept informed on a regular basis and where necessary on an individual basis.

Each step in the implementation process needed to have been preceded by a carefully planned communication process at all levels of the system. The SKEW Implementation Plan (February 1988) shows that the planners were sensitive to these issues. The decision to go ahead with implementation without the careful and thoughtful communication procedure recommended was unfortunate.

■ The Plan

The Aiken Plan, which was deemed to be the most appropriate by the University administration, required some modification to the descriptors used in the Point Factors (these established the job worth) and perhaps, although this was not entirely clear to the Committee,

to the Weighting Factors (these assigned the points to the job). Both the reclassification system and the process were seen by the Committee as being as good as any available, but there was a need to understand the uniqueness of the University system and to adapt the plan to this effect. The Committee suggests that this could have been done most effectively after the initial 350 jobs had been analyzed and evaluated. Since they were representative of the variety of jobs on the campus they should have revealed the inadequacies of the Aiken Plan in its pure form. The belief that the Aiken Job Evaluation Plan in its pure form would effectively accommodate the needs of the University appears to have been a critical error.



Equity Advisor Doris Badir hands President Paul Davenport the Report to the President of the Pay Equity Review Committee.

■ Recommendations

The following recommendations are based on the assumption, by the Committee, that the University of Alberta is committed to the principle of Employment Equity and thereby to the principle of Pay Equity.

1. That the University continue its commitment to the Pay Equity concept and complete the introduction of the Job Classification program using the Aiken Job Evaluation plan.
2. That all red-circled positions be reviewed, and while being reviewed the persons occupying them should remain on the old classification system and pay-scale. When a thorough review has been completed it is assumed that certain red-circled positions will no longer be red-circled and will move to the new pay-scale. Other positions will remain red-circled and the committee recommends that the incumbents of these positions remain on the old pay-scale, ie, that these positions be grandfathered until such time as the employee leaves the University's service. At that time the position will move to the new classification.
3. That the University immediately begin to establish a communication process with the whole community in order to deal with the concerns that staff at all levels are expressing about the system. This process must begin with a publicly voiced commitment of the senior administration (President, Vice-Presidents and Personnel Services and Staff Relations) to the principle of Pay Equity and to dealing with the consequences of the Job Evaluation process as it was introduced in February. It is

absolutely necessary that everyone understand the purpose and particulars of the Job Evaluation Plan and how that relates to Pay Equity in order to achieve cooperation in implementing the plan.

The Committee therefore recommends the temporary secondment of a senior academic to oversee the implementation (an Implementation Coordinator). This has to be someone who believes in the idea of Pay Equity and wants to make it work. This person must also have an operation orientation to the job and be seen by the whole University community to be 'in the driver's seat'. This person should have the technical assistance of the unit in the Personnel Office currently responsible for the implementation and the authority to make changes and reorganize the unit as might be needed to accomplish the job. A Communication Plan should be put in place immediately with the goals clearly stated from the start.

4. That communication be carefully coordinated and strategically planned to ensure that all groups and persons associated with the program are respected.
5. That as the Coordinator and staff proceed with the implementation, a process of tailoring the Aiken Job Evaluation Plan to the needs of the University be begun. The Coordinator may, from time to time, need to call upon the resources of SKEW. It is not anticipated that these alterations will be accomplished within a fixed time frame, rather that the system if it is to be flexible, will have to be examined and altered to meet changing needs within the community. The ultimate aim

would be the production of a modified Aiken Plan which is tailor-made to the University of Alberta community and which allows the University to live up to its commitment to Employment Equity.

6. That, as communication with NASA is a crucial factor in the implementation process, this must be begun immediately and continued on a regular basis as the process develops. Further, that any discussions leading to changes in the Interim Agreement include the Implementation Coordinator and William Betteridge, both of whom will have a thorough understanding of the management implications of any recommended procedures.
7. That, where there are special cases where pay scales would have to be outside the range of the classification, these be dealt with as 'market supplements' as recommended by the consultants. The Committee recognizes that through this recommendation they are contributing to the erosion of a 'true' Pay Equity Plan. They however recognize that in order to meet the needs of staffing in certain positions within the University the nature of the competition has to be considered.

It is felt that the use of the 'market supplement' principle is a fairer way of accomplishing this than to inflate certain job categories through the classification process.

8. That as swiftly as possible the required mechanism be put in place to implement Section 44 of the Board-NASA Agreement.
9. That the review and appeal process be put in place at the earliest possible opportunity.
10. That, as the process of setting in place an acceptable reclassification system and a Pay Equity program will take at least another two years, April 1990 is in the eyes of the Committee an unrealistic deadline.
11. That it be realized and accepted that the implementation will have a significant cost factor. It is impossible for the Committee to anticipate the amount of that cost but it should be a priority of the Implementation Coordinator to estimate that cost as soon as possible so that financial planning can take this into account in planning this and subsequent budgets.
12. That if it seems advisable this Committee be maintained as an advisory body to the person appointed to re-establish Pay Equity. □

Universities tackle employment equity

The subject of pay equity will be high on the list of agenda items when the Council of Ontario Universities meets this fall with the Treasurer, says the Council's Director of Communications, William Sayers.

Dr Sayers told *Folio* last week that if the universities in the province are to adequately implement programs as per the governing legislation, they will need additional resources. He said the government must accept responsibility for the additional costs.

The Council's Staff Officer for the Status of Women Committee said most Ontario universities are keeping things fairly confidential at this time. Laura Selleck said the universities will likely have their own classification systems and they will vary with the degree of unionization.

She acknowledged that there was some unhappiness in the province with the legislation, but said that in

the absence of legislation (such as in the Province of Alberta), individual institutions may be able to come up with plans that suit their particular needs more adequately.

University of Toronto Pay Equity Project Manager Mary Ann Ross said one of the biggest problems in implementing pay equity plans in Ontario has been timing. "We've been battling the clock all the way," she said, noting that the legislation dictates that plans must be posted by 1 January. She said other universities in the province, such as McMaster, already had schemes in place and so were able to have much of the job classification work completed by the time the legislation was passed.

Ross said the U of T Staff Association withdrew from the process because its members did not believe the job evaluation plan was gender neutral, "but this parting doesn't mean we don't have to meet

Continued on page six



Members of the Committee on Job Evaluation Review are (from left) Anita Moore, Doris Badir (Chair), Tim Christian and Al Rennie.

President Davenport's response to the Report of the Pay Equity Review Committee

Professor Doris R Badir
Equity Advisor to the President
University of Alberta

Dear Doris:

I am writing to thank you for sending me the *Report to the President of the Pay Equity Review Committee*, and to respond to the Report. My letter follows discussions on the content of the Report with you, with the Pay Equity Review Committee, and with the Vice-Presidents. I have also reviewed the substantial documentation available on our overall Employment Equity program at the University of Alberta. During the last eight months I have had the opportunity to discuss equity issues with many members of our community, including the executives of the Non-Academic Staff Association (NASA) and the Association of the Academic Staff of the University of Alberta (AAS:UA).

Let me begin by thanking the Committee for a very helpful summary of the development of the Pay Equity program, and for the twelve recommendations included in the Pay Equity Report, as I shall henceforth call it. We agreed that I would respond in writing to the Report, and that both this letter and the Report would be made freely available to the University community during the second half of September. Over the coming weeks I intend to discuss the Report and my response with representatives from NASA, Personnel Services and Staff Relations (PSSR), AAS:UA, Deans' Council, Chairs' Council, and other interested groups, and with our Board of Governors.

I should confess that when originally confronted with the problems in the University's Pay Equity program last spring, I hoped that as President I could avoid any personal involvement in the issue, by delegating it to other University officers. I have come to realize that such an approach is not practical. The implementation of the Pay Equity program has disrupted our staff relations and damaged staff morale; it has also involved substantial expenditures which need to be brought under control during a period of overall budgetary restraint. Under these conditions the President's silence could only be interpreted as reflecting a lack of interest or principle.

There is, moreover, an urgent need for policy direction in this area, which does not allow me to wait several months before getting involved in the issue. The question of how to proceed with our job classification project has been on hold now for over five months. Further delay would appear intolerable to many concerned.

The remarks that follow look forward and not backward: as your Committee clearly states, our objective should be to set policy for the future, not to lay blame for a complex series of events in the past that even now we only imperfectly understand. I trust my remarks will be read in that context.

The pay equity issue has resulted in a great spilling of ink in *Folio* and the media outside our doors, producing letters and articles which often completely misunderstand the University's policies. Before reviewing the specific recommendations of the Pay Equity Report, I will discuss briefly three distinct parts of the equity issue: the University's overall commitment to Employment Equity; the major job reclassification project which we have undertaken over the last several years; and the expenditures incurred as part of the Equity program.

1. Employment Equity

I should like to begin with a strong reaffirmation of the commitment of the University of Alberta to **Employment Equity**

with regard to all positions at our institution. Among the many initiatives of our Employment Equity program, I would focus on four as particularly important in supporting the University's objectives:

- 1. Non-discriminatory employment practices:** we at the University of Alberta are committed to the rigorous application of *The Alberta Bill of Rights*, *The Alberta Individual's Rights Protection Act*, and *The Canadian Charter of Rights and Freedoms*, which forbid discrimination on the basis of sex, race and other such personal characteristics.
- 2. Hiring and promotion policies based only on qualifications:** we promise candidates for positions at our University that they will be evaluated only on the basis of relevant qualifications for the job. Gender and other personal characteristics will have no role in decisions on hiring, promotion, or tenure.
- 3. An aggressive policy of seeking applications for positions from under-represented groups:** the groups generally cited for special consideration are females (or males in certain departments or jobs), native peoples, visible minorities, and the disabled. For example, we should seek out female candidates for job areas in which females are significantly under-represented, always with the understanding that the best qualified applicant will be offered the job.
- 4. A fair structure of job classification and pay:** our job classification and rates of pay should recognize such factors as the requirements of the various jobs; the particular structure of the university, which is unlike the hierarchical organization of private corporations; and the market forces which influence pay scales. Gender and other personal characteristics should have no influence on the rate at which any employee is paid.

These policies deserve several comments. The first policy simply states that we will follow the laws of the land. The second policy is embodied in article 48 of our General Faculties Council Policy Manual. The second policy is in fact fundamental to everything we do in a distinguished university: our commitment to excellence and academic freedom would be meaningless if we knowingly hired inferior candidates for particular positions.

I am aware that some colleagues may believe that the third policy is inconsistent with the second. Sixteen years of university life have convinced me that this is not so: it is perfectly possible to urge a potential candidate to apply for a position, while informing the candidate that the final selection will be based only on relevant qualifications. In cases of significant gender under-representation, for example, outstanding candidates from the under-represented gender may fail to apply for a position for a variety of reasons that have nothing to do with merit. Seeking out such outstanding candidates will strengthen excellence at the University.

2. Job Classification

The University is currently completing a new job classification system. The roots of that system go back over a decade, to the 1975 Senate Task Force on the Status of Women, which in Recommendation 6 called for "a professional, external study . . . into the status and employment patterns of non-academic women employees of the University with special reference to the personnel classification system." In December of 1980, the Board of Governors issued a policy statement, that the proportion of male and female employees in all job classifications should "approximate the proportion of qualified and interested persons of both sexes available."

A report on the "Status of Non-Academic Women at the University of Alberta" was then commissioned from William M Mercer Limited in Edmonton. With regard to job evaluation, the 1982 Mercer Report concluded that the University had two

options: either update the documentation, policies, and procedures of the current classification system, or adopt an entirely new job evaluation system. The University chose the second option, and in 1985 began a major Job Evaluation Study which is now nearing completion.

As of the middle of September, 2,941 jobs have been classified; 244 remain to be classified. There were also some 820 appeals of classifications requiring a review by PSSR. PSSR hopes to have all positions classified, and the initial 820 appeals decided, by 30 June 1990. We can then enter into the process of evaluating various job descriptions at regular intervals, in light of current job responsibilities.

The Pay Equity Report rightly emphasizes the severe problems of communication with regard to the Job Evaluation Study. The failure of communication has no doubt led to errors in job evaluations, which we intend to correct in our review process. A credible process for reviews of disputed classifications is clearly central to acceptance of the new system. I have therefore established a Committee on Job Evaluation Review to advise me on the process of reviews and appeals, consisting of Professor Doris Badir, Equity Advisor to the President, as Chair; Professor Tim Christian, Dean of Law; Mr Al Rennie, Associate Vice-President, (Finance); and Ms Anita Moore, President of NASA. In particular, I will ask the Committee to ensure that the appeals procedures are fair to all parties, and that in all future reviews of positions department heads are fully informed and involved.

3. Pay Equity

The Mercer Report found that in 1982 female staff accounted for some 81 percent of all full-time regular staff in grid levels 5 through 12, which are the lowest paid jobs in the University. While these low-paying jobs accounted for 19 percent of male employment, they accounted for 47 percent of all female employment on campus. Although the documents referred to in the Pay Equity Report present a wide variety of goals with regard to employment and compensation, I believe that for many in our community, the fundamental objective of what was called "Pay Equity" at the University of Alberta was to increase the income of the lower paid staff, who are predominantly female.

There are many ways to achieve such an objective. One is to grant a special raise to those in the lower grids. Another is to pay all or part of the scale increase over a number of years as a lump sum (eg, \$1,000 to each employee), so that the percentage increases are higher for lower paid staff. The University chose a third approach, through a complete reclassification of all positions, utilizing the Job Evaluation Study described above. This third approach left to the uncertain outcome of the Study the changes in pay for lower paid staff. To this point, that outcome has been mixed: of 1,079 positions currently in grids 5 to 12, 80 percent of which are held by women, 319 were green-circled, and 372 were red-circled; for the female employees alone, there were 266 green-circled staff and 249 red-circled.

The implications of the Job Evaluation Study for salary policy are set out in a Memorandum of Agreement between the Board and NASA, dated 22 September 1988. Clause C describes the possible increases in pay for staff whose rate of pay is within the new grade range, but lower than the rate of pay at the same or any lower step of the new grade (the "white-circled" staff); clause D outlines the increases for staff whose current pay is below that of the new classification (the "green-circled" staff); and clause E sets out the moderation in increases for staff whose current pay is above that of the same step of the new grade ("red-circled").

I have asked PSSR for a preliminary estimate of the cost to the University of implementing the full agreement with NASA in 1989-90; I cannot stress too strongly that the figures in this

paragraph are preliminary estimates subject to revision. The estimate of the cost of the full agreement is about \$800,000, consisting of \$1.3 million paid out in salary increases, less a rough projection of \$500,000 in reduced increases to red-circled positions. The actual PSSR estimate of reduced increases to those currently red-circled is about \$600,000; the \$500,000 is my own rough projection, based on the assumption that a number of the red-circled positions will be modified upward during the appeal and review process. Given the budgetary difficulties of the University over the last several years, and the lack of funding available for urgent academic priorities, the injection of \$800,000 into the salary base of NASA members, over and above the increases from regular negotiations, represents an extremely strong commitment to the Pay Equity program.

Our problem is that the events of last March threaten to increase the cost of the Pay Equity program well beyond the cost of implementing the Board-NASA Agreement of 22 September 1988. The decision taken last March by the University was to **pay the salary increases** called for in the Board-NASA Agreement, **but not to moderate the increases** of the red-circled staff for 1989-90. The cost of this policy for 1989-90 is thus some \$1.3 million. During the past month, some members of staff have urged me to continue the policy of last March, by agreeing to a permanent "grandfathering" of all current red-circled staff; this same view is expressed in recommendation 2 of the Pay Equity Report. Following this recommendation would increase significantly the annual cost of the Pay Equity program, at a time when we will be cutting back in other areas of the University's operations.

In evaluating the desirability of devoting additional funds to the Pay Equity program beyond the cost of the Board-NASA Agreement, three budgetary factors need to be kept in mind:

- (1) The University has a serious budget deficit (\$4.8 million in 1988-89).
- (2) The Province of Alberta has a budget deficit, so that it may be difficult for the government to undertake significant real increases in overall funding for higher education.
- (3) The shortage of funding to meet critical academic needs is threatening the quality of our teaching and research.

I have spent a large part of the last seven weeks discussing the Pay Equity program, and the three budgetary issues just cited, with members of our University community. My conclusion is that increasing the cost of the Pay Equity program beyond that in the full Board-NASA Agreement can not be justified in our current circumstances. Accordingly, I intend to work with NASA to explore ways in which the budgetary costs of "grandfathering" the red-circled staff can be reflected in the next negotiated Salary Agreement with NASA, so that this cost will not fall on the overall University budget and require cuts in other areas. I will be discussing my views on these matters with NASA, the Board, and all sectors of our University community over the next several weeks.

What have we learned from the difficult experience of the Pay Equity program at the University of Alberta? On page 2, the Report summarizes one of its essential findings:

It seems to the Committee that the greatest single factor [in generating difficulties for the pay equity project] was a serious underestimation of what it would take of education, dialogue, and consultation to introduce both the Pay Equity concept itself and the various stages in its implementation. The Community was not sufficiently or adequately communicated with; the Community will was therefore not won.

Perhaps the central lesson to be learned from our pay equity experience is the importance of early and continuous consultation with our community when significant changes in policy are contemplated, consultation which should include full discussion of the budgetary implications of new initiatives.

4. Recommendations of the Pay Equity Report

With this background in mind, I should like to turn to the specific recommendations of the Pay Equity Report. I cannot insist too strongly that what follows should be seen as a preliminary reaction to the recommendations of the Report, which is subject to change as I discuss the issues with our University community.

Recommendations 1, 5 and 9. In looking toward the future, I intend to stress the University's commitment to **Employment Equity**, with emphasis on the four policies listed in section 1 above. I think those policies command a broad consensus in our community, and I will be speaking out strongly in support of them at every opportunity. I agree fully that we should complete our Job Classification program, in a manner that takes into account our specific University circumstances. Unless I receive convincing advice to the contrary, I do not see a significant role for outside consultants in the completion of our classification program.

Recommendation 2. As explained in section 3 above, I intend to work with NASA to explore ways in which the budgetary costs of "grandfathering" the red-circled staff can be reflected in the next negotiated Salary Agreement with NASA, so that this cost will not fall on the overall University budget and require cuts in other areas. I must, however, repeat my view that increasing the cost of the Pay Equity program beyond that in the full Board-NASA Agreement, which includes restraint of increases for the red-circled positions, cannot be justified in our current budgetary circumstances. Therefore, I do not agree with a policy of "grandfathering" that would have the additional costs of that policy paid by the overall University budget; thus in strict terms I must disagree with Recommendation 2, as it is formulated by the Committee. I note that the Committee did not consider budgetary matters to be within its mandate, and therefore made this recommendation without reference to its cost, or to the impact on the University deficit and other priorities.

Recommendations 3, 4, 6 and 10. I agree that communication is vital with the entire University community, and with NASA in particular. I am well aware of the important role that NASA plays in our collegial system, and I look forward to close professional relations with Ms Moore and the NASA Executive. I am hopeful that the Committee on Job Evaluation Review described above will

greatly facilitate communication as we deal with the difficult issue of classification appeals. Moreover, and this is partly consistent with recommendation 10, job classification and review is a permanent process in any dynamic enterprise, and thus we should put no deadline on the completion of the process. Finally, given our budgetary constraints, I am not ready to name an Implementation Coordinator, unless discussions with all concerned convince me that such a position is essential to achieving our objectives in this area.

Recommendation 7. I agree that market forces should play a role in our rates of pay. It seems to me we have a great number of options in this area, which will be the subject of discussions with NASA over the coming months. I caution all involved that the University's position on market supplements will be constrained by our budgetary situation. I will be interested in any suggestions in this regard from the Committee on Job Evaluation Review.

Recommendation 8. I am in full agreement with the implementation of Article 44 of the Board-NASA Agreement, which deals with the establishment of a joint University-NASA Committee to discuss matters of concern to either party. The Committee was set up in August and had its first meeting on 18 September.

Recommendation 11. I agree we must keep close tabs on the funding of this program. Indeed, as indicated above, I believe that the total cost to the University of any modified Pay Equity program should not be greater than the cost of implementing the full Board-NASA Agreement.

Recommendation 12. I agree that the Committee should remain as an advisory body and suggest that it be advisory to the President. Given the establishment of the Classification Review Committee described in Section 2 above, I suggest that the Committee's mandate be broadened to the whole field of employment equity, and that it be given the title of the President's Advisory Committee on Employment Equity. I look forward to discussing these suggestions with the Committee in the near future.

In closing, I thank you and your Committee for a most informative and helpful Report, and look forward to further discussions with the Committee on the Report and my response to it.

Sincerely yours,
Paul Davenport

An interview with Equity Advisor Doris Badir

Q: What does employment equity mean?

A: The term was coined by Judge Rosalie Abella, in a report for the federal government. It means equal opportunity for all groups in a system: equal opportunity to enter the system and move through the system on grounds only of merit and performance and allowance for amelioration when there is imbalance. It thus requires that a system like the University of Alberta should be representative of those groups in society. Federal law requires that all areas of the federal government, crown corporations and businesses doing business with the federal government comply with employment equity. Most universities came under the Act in 1986, and all major universities have signed. The government can at any time request an audit and has at the University of Manitoba.

Q: How does pay equity relate to employment equity?

A: Pay equity is a piece of employment equity: equal opportunity is one piece, amelioration is one piece, pay equity is one piece.

Q: Why did the University of Alberta undertake a job reclassification study?

A: A Senate task force in 1975 studied women in support job positions to determine if any were disadvantaged. The task force recommended the next step: the Mercer Report which established that there was a pay gap of 17 percent between men and women. The Mercer Report also recommended a new classification system. In addition, the PACCR review of Personnel Services also recommended more accurate

job descriptions. A job classification system which allows you to evaluate worth of a job to the system is an essential prerequisite before a pay equity scheme can be introduced. We knew at the outset that we had to do a job reclassification in order to even consider the possibility of pay equity; we also knew that the job reclassification scheme was simply a precursor to a possible pay equity plan; we knew we did not have enough money to support a full pay equity plan but we could go part way to reducing the pay gap documented by the Mercer Report.

Q: What will happen now to the red-circled category?

A: The people who were red-circled as of April continued on the old classification system and on the old pay-scale. We have before us about 820 letters of appeal.

Q: Is that all of the red-circled?

A: We don't know, most of those people are red-circled; some of those people were white-circled, and some of them were green-circled. We've got letters of appeal from all three classifications.

Personnel Services are set up to have every one of those 820 persons rewrite their job description. These will then be reviewed, the job analysts will again work at the job descriptions, they will probably interview the department and the people. It's hard to be absolutely definite because the Committee on Job Evaluation Review will review the whole classification process.

EMPLOYMENT EQUITY

Q: Even those who haven't appealed?

A: Well, we're not going to look at that, not in terms of cases, but in terms of what is it you do to classify a job. We'll review the whole classification process.

We will then look at the appeals and look at the letters of appeal and try to determine what the problems were... what issues people raised with respect to their particular appeal and we will try to see where in the system that could have been dealt with, then we may recommend some changes to the appeal process. The appeal process has already been sent out - it went out with every letter. Everybody was told that there were three stages to the appeal process. First is your letter of appeal, a review of your job, any reclassification if necessary and then a further opportunity to appeal, to be reviewed. The third step, if you're still not satisfied, is to an Appeal Committee, to a court of appeal.

Q: But you may review all of that process?

A: We may review that process to ensure that the way in which that process will occur is indeed fair and will give red-circled people a fair hearing.

Q: How long do you think that will take?

A: We've already started; we'd like to be up to speed and ready to go by the first of November.

Q: By the first of November you hope to begin an actual review of cases?

A: We won't be reviewing the cases; we will be *monitoring* the review of cases.

Q: When will the actual reviewing of cases start?

A: The actual review of cases will start, we hope, the first of November. In other words, William Betteridge and the job analysts will be going out and interviewing people and checking the system.

Q: And the green-circled positions? What's going to happen to the green-circled positions?

A: The system is in place. Those green-circled positions which were

entitled to an increase of up to 10 percent received that increase on 1 April 1989. Those that were entitled to an increase of up to 20 percent received 10 percent on 1 April 1989; they'll receive the next 10 percent or portion thereof on 1 April 1990. And those that were entitled to an increase of 30 percent will receive theirs in the third year. With the exception of those who have appealed, it is not likely that there will be any concentrated review of those persons who were either green- or white-circled until such times as those jobs become vacant. And then at that time, as for any job in the system under the new classification process, it needs to have some tailoring to fit specific situations.

Q: Is there a job classification system specifically tailored to universities?

A: A university is a unique employer, and a system that would fit a normal bureaucratic business-type operation is not particularly sensitive to some of the issues that would occur in a university. And so, what we will have to be doing and this will be a process that's ongoing throughout the time that we will be using this classification system will be constantly tailoring, if you like, the Aiken system to the University of Alberta.

And what that means is that we're not changing the system but we are making the system sensitive to the uniqueness of the University of Alberta.

And I think it's important that people understand that. Because a lot of people have said, throw out the system. And the fact remains that there is no perfect system for universities.

Any universities that have undertaken to reclassify on a point system have found that over time they make that system fit to their particular need. The University of Manitoba with its 17 unions had to make a system that was sensitive to their need. We have to make a system that's sensitive to our needs. There is no perfect system for universities. We have to have ideals to pursue. Universities are places of ideals. While taking account of market forces, we can strive for ideals. Reducing pay gaps is not an unreachable ideal. □

What happens now?

The Committee on Job Evaluation Review will examine each step in the job classification process in order to assure that the procedures are fair and that all parties are fully informed and involved. Once this examination has been completed Personnel Services and Staff Relations will start processing the approximate 800 appeals to the original evaluations.

Enquiries to be made to Office of Equity Advisor, 492-7325.

NASA president sees role as that of a 'conduit'

The sole purpose of her participation in the Committee on Job Evaluation Review is to serve as a conduit for information communication on the job evaluation issue, says NASA President Anita Moore. "It is not my role to voice any official NASA

position on this subject matter through this committee. My involvement in this committee will, in my view, ensure that full and accurate information is available for the NASA negotiating teams, the executive and the membership to make their decisions." □

Universities tackle

Continued from page 2

the deadline." Ross added that the U of T has not attempted to reclassify every position, but instead looked at whole job classes.

In Quebec, the provincial government has just begun to fund a workplace survey at McGill University titled "Employment Equity for Women at McGill." (That funding request was channeled through then Vice-Principal Paul Davenport's office.) Employment Equity Coordinator Honora Shaughnessy said what they were doing was not pay equity. The study, she noted, would include a statistics analysis, cover both academic and non-academic women and include full- and part-time positions.

She said phase two of the process would include the development of a policy and action plan and, following the first phase of the project, public hearings could be held. Shaughnessy noted that six other universities, with funding assistance from the provincial

government, were undergoing similar processes.

In Manitoba, where the universities are bound by provincial pay equity legislation, the process is in high gear. University of Manitoba Coordinator of Classification and Research Brenda Cullen said, "We are in the process of implementing the second salary increase."

While the University of Manitoba chose to institute four pay increases over four years, the University of Winnipeg is planning to institute pay equity as per the legislation over a period of three years.

Reflecting on the process, Cullen said the most difficult aspect was being able to come to an agreement with the various unions on campus.

University of Victoria Advisor to the President on Employment Equity Norma Mickelson said at the moment their university does not have a pay equity program, although it does have an employment equity program in order to meet provisions of the federal government's Federal Contractors Program and *The Employment Equity Act*, introduced in 1986. □

Catherine M. Fletcher B.A. (Hon.), M.Sc., D.D.S.

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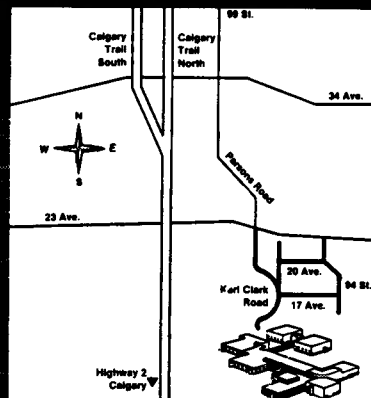
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